St. Andrew's Rectory

NATIONAL HISTORIC SITE OF CANADA

AND

St. Andrew's Anglican Church

NATIONAL HISTORIC SITE OF CANADA

Management Plan

Parks Canada is responsible – to the government, and to Canadians – for national parks, national historic sites, historic canals, national marine conservation areas, heritage rivers, heritage railway stations, Prime Ministers' grave sites and federal heritage buildings.

National parks, along with national marine conservation areas, are established to represent clearly identified land and marine environments. National historic sites, including historic canals, are designated to commemorate particular aspects of Canada's past. Together, these special places form three national systems – each with a unique significance to Canada's environment and culture.

For national parks to continue protecting Canada's wild places, their ecological integrity must remain intact – meaning that the structure, functions and processes of the ecosystems characteristic of the park's natural region are likely to persist. For national historic sites to continue preserving Canada's cultural legacy, their commemorative integrity must be ensured – meaning that the site is healthy and whole, not under threat, and managed in a way that will maintain it in this state. For national marine conservation areas to protect marine environments, conservation objectives must continue to be harmonized with ecologically sustainable use.

Parks Canada is responsible for maintaining the integrity of the resources in its care, and for managing visitor use to these special places. We are also responsible for nurturing a sense of shared responsibility among all Canadians for the future of this country's national parks, national historic sites, historic canals, and national marine conservation areas.

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ST. ANDREW'S RECTORY

NATIONAL HISTORIC SITE OF CANADA

AND

ST. ANDREW'S ANGLICAN CHURCH

NATIONAL HISTORIC SITE OF CANADA

Management Plan

"I fixed myself upon a bank at the rapids and wrought on until I got a house built for myself - then I assembled the people and preached to them."

Reverend William Cockran, 1830

March, 2003

Foreword

Canada's national parks, national historic sites and national marine conservation areas represent the soul of Canada. They are a central part of who we are and what we are. They are places of magic and wonder and heritage. Each tells its own story. Together, they connect Canadians to our roots, to our future and to each other.

What we cherish as part of our national identity, we also recognize as part of our national responsibility. All Canadians share the obligation to preserve and protect Canada's unique cultural and natural heritage. Together, we hold our national parks, national historic sites and national marine conservation areas in trust for the benefit of this and future generations. To achieve this, practical action grounded in long term thinking is needed.

These principles form the foundation of this combined management plan for St. Andrew's Rectory National Historic Site of Canada and St. Andrew's Anglican Church National Historic Site of Canada. The rectory is administered by Parks Canada, yet continues to serve its historic role as home of the rector of St. Andrew's. The church has been in continuous use for over one hundred and fifty years and is owned and used by the Parish of St. Andrew, whose members have warmly embraced their additional role as guardians of this significant witness to Canada's history.

May I offer my deep appreciation to the vast range of thoughtful Canadians who helped forge this plan. I am especially grateful to the parishioners of the Parish of St. Andrew, to our very dedicated team from Parks Canada, and to all those local organizations and individuals who have demonstrated such good will, hard work, spirit of cooperation and extraordinary sense of stewardship.

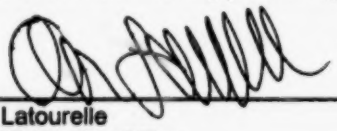
In that same spirit of partnership and responsibility, I am pleased to approve the St. Andrew's Rectory National Historic Site of Canada and St. Andrew's Anglican Church National Historic Site of Canada Management Plan.

Sheila Copps
Minister of Canadian Heritage

Recommendation Statement

St. Andrew's Rectory
National Historic Site of Canada
and
St. Andrew's Anglican Church
National Historic Site of Canada
Management Plan

Recommended for approval by:



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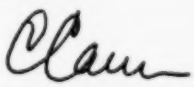

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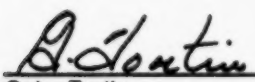

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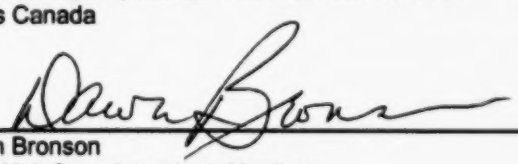

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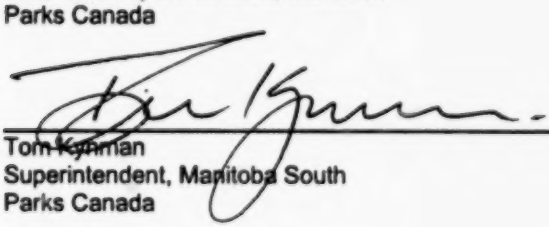

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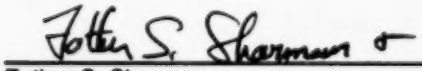

Father S. Sharman
Parish Priest
Parish of St. Andrew

Executive Summary

This management plan will provide strategic direction for two National Historic Sites of Canada (NHSC) - St. Andrew's Rectory, and St. Andrew's Anglican Church. St. Andrew's Rectory NHSC, owned by Parks Canada, was declared a national historic site in 1962. Located on the banks of the Red River 25 km north of Winnipeg, the site is commemorated as a good example of a type of mid 19th century Red River architecture. It continues to serve as the residence for the parish priest, a function which contributes significantly to the site's integrity.

St. Andrew's Anglican Church NHSC, owned by the Parish of St. Andrew, was declared a national historic site in 1970. Located adjacent to the rectory, the site is commemorated as the oldest surviving stone church in western Canada, as the oldest known example of the Gothic Revival style in western Canada, and for its history as a centre of missionary activity in Rupert's Land. A contribution agreement between Parks Canada and the parish (1991) serves as an important basis for management of this site as a NHSC. Conservation work called for has been completed, but the principles and expectations of ongoing protection continue to guide management of the church as a NHSC. The church continues to be an active place of worship for the Anglican Church and remains an important local landmark for the community.

Although the church is owned by the parish, Parks Canada and the parish have collaborated to develop a single plan for both the rectory and church, to build on the strong historic, administrative and physical connections between the two sites. Implementation of any actions identified in this plan that relate to the church are the responsibility of the parish, while those relating to the rectory are the responsibility of Parks Canada.

This management plan focuses on:

- ensuring that the objectives for commemorative integrity, set out in the sites' new commemorative integrity statements, are incorporated into the sites' management;
- ensuring that the sites' management direction is consistent with principles and practices in the *Parks Canada Cultural Resource Management Policy*, approved by the Minister of Canadian Heritage in 1994; and
- incorporating the spirit of the 1991 contribution agreement, which continues to guide many aspects of the church's protection and presentation.

This revised management plan will contribute to ensuring that future activities and decision making at St. Andrew's Rectory NHSC and St. Andrew's Anglican

Church NHSC are based on clear and measurable guidelines for protection, presentation and use of the sites as places of national significance, while offering a quality visitor experience. Among other things, the plan provides strategic direction concerning the rectory and church buildings and grounds, delivery of heritage messages, revitalization of visitor services, and ongoing cooperation between Parks Canada and the Parish of St. Andrew.

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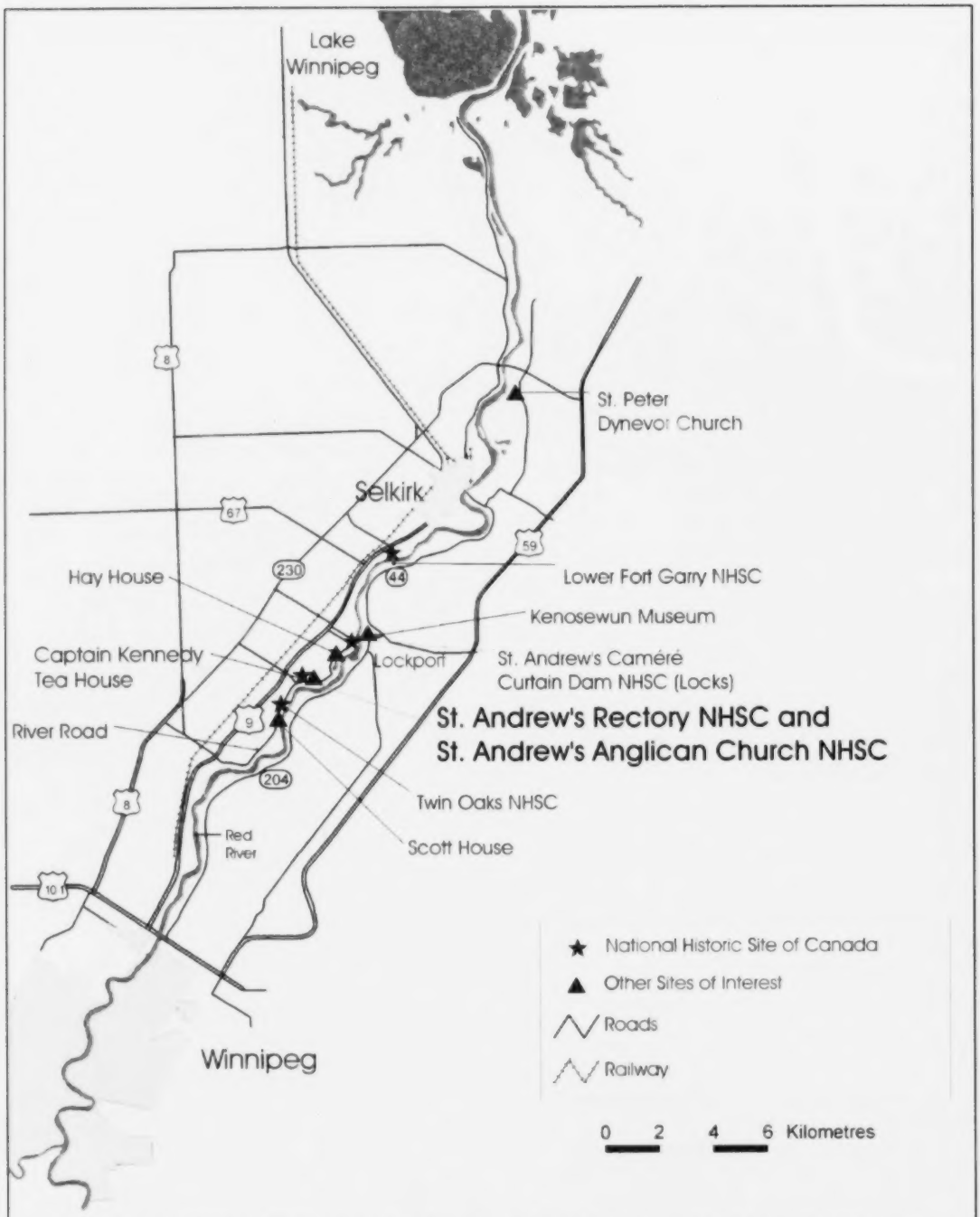
1. Introduction

St. Andrew's Rectory National Historic Site of Canada (NHSC) and St. Andrew's Anglican Church NHSC are located 25 km north of Winnipeg on scenic River Road. The rectory property consists of two parcels of land totaling 3.82 hectares (Map 1). The site is owned and managed by Parks Canada. St. Andrew's Church is located on two parcels of land directly north of the rectory, on property containing the church and cemetery. The church property is owned and operated by the Parish of St. Andrew. A provincial road divides the complex (Map 2).

St. Andrew's Rectory was acquired by the Government of Canada in 1976 as a place to commemorate a style of Red River architecture that characterized many of the prominent buildings in this area in the mid 19th century. St. Andrew's Church was recognized by the Government of Canada in cooperation with the parish with the placement of a commemorative plaque at the site in 1974. The site is commemorated as the oldest surviving stone church and one of the earliest examples of the Gothic Revival style of architecture in western Canada. The church's operation as a national historic site is guided largely by a contribution agreement between Parks Canada and the Parish of St. Andrew, signed in 1991.

New Parks Canada legislation requires that all national historic sites administered by Parks Canada must have a management plan approved by the Minister of Canadian Heritage and tabled in Parliament. This is the first such plan for St. Andrew's Rectory. This plan will also serve as an important strategy for the Parish of St. Andrew in fulfilling its commemorative integrity goals for St. Andrew's Church.

St. Andrew's Rectory, T. Krause, Parks Canada



Map 1 - Regional Setting of St. Andrew's Rectory National Historic Site of Canada and St. Andrew's Anglican Church National Historic Site of Canada (NHSC)

1.1 Cooperation Between Parks Canada and St. Andrew's Parish

St. Andrew's Rectory is owned and administered by Parks Canada which is accountable for ensuring the site's commemorative integrity through the management plan. St. Andrew's Church is owned by the Parish of St. Andrew and is run by a vibrant and active parish which guides its ongoing use as a place of worship.

Despite their different ownership, the two sites are strongly linked historically, in their location and their purpose. Over the past decade, these two sites have benefitted from a strong working relationship and collaboration on key conservation and presentation initiatives.

Building on this strong relationship, Parks Canada and the Parish of St. Andrew have developed a single, collaborative management plan as an effective means to ensure that the principles and practices of cultural resource management continue to guide the stewardship of both of these special places. Other benefits of this collaborative planning program include:

- nurturing the tradition of close cooperation between both sites;
- ensuring that the historic values of each site are respected;
- designing more effective heritage presentation programs; and
- identifying future efficiencies and cost savings in the management of these two sites.

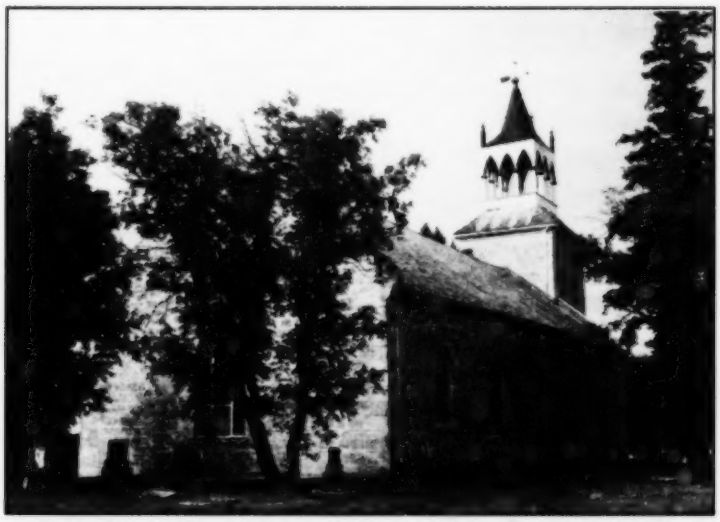
Implementation of any actions identified in this management plan that relate to St. Andrew's Church are the responsibility of the Parish of St. Andrew. Implementation of any actions identified in this management plan that relate to St. Andrew's Rectory are the responsibility of Parks Canada.

1.2 Goal of Management Planning

The goal of the management plan is to ensure the sites' commemorative integrity, including the application of cultural resource management principles and practice, by:

- providing guidelines for operating St. Andrew's Rectory and St. Andrew's Church and making decisions about the heritage protection, presentation and appropriate use of the sites; and
- defining the sites' roles in the family of National Historic Sites of Canada.

The planning program began in 1999 with a review of the status of the existing (1983) plan. A major objective of the planning program was to evaluate the protection and presentation objectives for the sites in light of Parks Canada's *Guiding Principles and Operational Policies* (1994), as well as the sites' recently developed commemorative integrity statements (CIS). The implications of these documents are presented in 1.4 and Appendix 2. When approved by the



St. Andrew's Church, Richard Pullano Photography, Parks Canada

Minister of Canadian Heritage, the management plan will replace the current *St. Andrew's Heritage Complex Management Plan* (1983). It will continue to provide direction for the management of the sites for the next ten to fifteen years, in concert with the contribution agreement, the CISs and other strategic documents. In compliance with legislation, this plan will be reviewed in five years time.

1.3 Public Consultation

Public involvement in the development of management plans helps to ensure sound decision making, builds understanding, and provides opportunities for Canadians locally and nationally to contribute their knowledge, expertise and suggestions.

To facilitate public involvement, a draft of this plan was made available to the public at the church, and at Parks Canada offices in Winnipeg. A supporting newsletter summarizing the draft plan was distributed to those on a broad mailing list. A public information meeting was also held at the church in December, 2000. Public comments received during this review period were carefully considered during the development of the management plan.

1.4 Status of Planning and Management at St. Andrew's Rectory NHSC and St. Andrew's Church NHSC

Since the completion of the 1983 management plan, several changes have occurred in a number of areas related to site management, and in direction-setting for the sites. These changes have a direct bearing on the development of the new plan. They are summarized below. Appendix 2 examines in detail the implications of these changes on this management plan.

- **New Commemorative Integrity Statements (CIS)** for both the church and rectory were developed in 2000, redefining heritage values and specific conditions for achieving commemorative integrity.

- **Implementation of the 1983 plan:** Most of the recommended projects in the 1983 plan were completed. Appendix 3 lists the plan recommendations and their completion status.

- **Rectory reconstruction:** In the early 1980s, the rectory was entirely dismantled to below ground and rebuilt, degrading the integrity of the building.

- **A contribution agreement** under the National Cost-share Program was signed in 1991 between Parks Canada and the Parish of St. Andrew. Conservation work called for has been completed, but the principles and expectations of ongoing protection continue to guide management of the church as a NHSC. It continues to guide responsibilities and objectives for the operation of the church as a national historic site.

- **Preservation activities at the church,** enabled by the contribution agreement, include roof stabilization, construction of a crawl space, and wall stabilization.

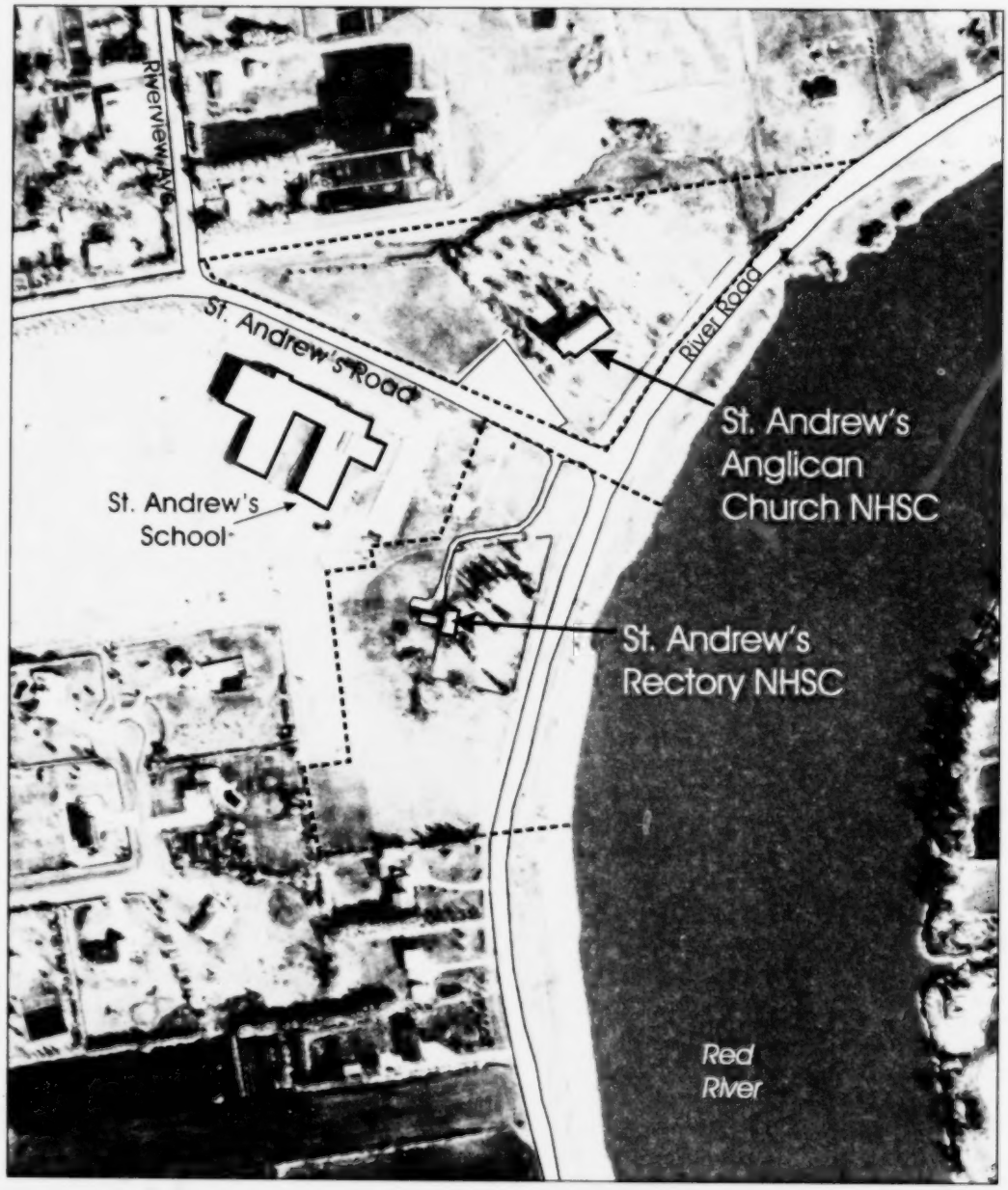
- **The state of the parks report** (1997) identified the need for a greater understanding of the rectory's archaeological resources.

- **A cumulative impact assessment** (1998) undertaken by Parks Canada determined that more than 50% of the grounds, archaeological resources and the rectory structure itself have sustained significant impacts which impair the site's integrity.

- **Parks Canada** ***Guiding Principles and Operational Policies*** **(1994)** set out new policies for the management of national historic sites, focusing on the concept of commemorative integrity, and detailing principles and procedures for cultural resource management.

- **The Manitoba Field Unit Marketing Study (1997)** provided insight into the target markets for the sites.

- **The Canada-Manitoba Agreement for Recreation and Conservation (ARC)** was an initiative to promote the Red River corridor from 1985 to 1990. Capital preservation work was completed on fourteen significant 19th century heritage and natural sites along the Red, south and north of Winnipeg.



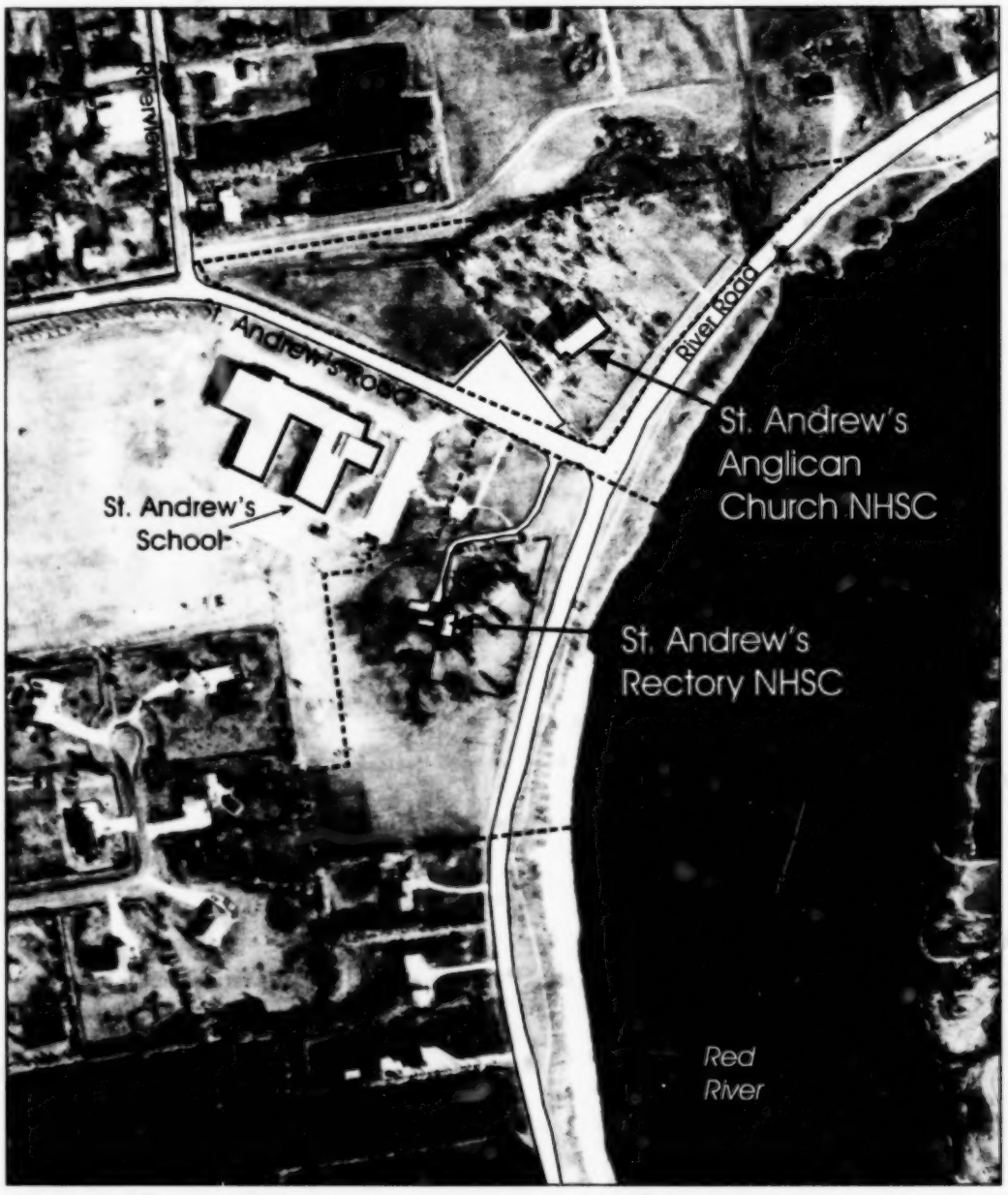
Map 2 - St. Andrew's Rectory National Historic Site of Canada and St. Andrew's Anglican Church National Historic Site of Canada (NHSC)

N

Metres 25 0 25 50

Photo 1991

----- Approximate Property Boundaries



Map 2 - St. Andrew's Rectory National Historic Site of Canada and St. Andrew's Anglican Church National Historic Site of Canada (NHSC)

N

Metres 25 0 25 50

Photo 1991

----- Approximate Property Boundaries

2. Role of National Historic Sites

St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC are part of a family of over 860 sites nation-wide. Each of the 860 sites has had a nationally significant impact on Canadian history or illustrates a nationally important aspect of the history of Canada. Collectively, national historic sites represent thousands of years of human history and a rich variety of themes, spanning political, economic, intellectual, cultural and social life.

Our national historic sites are powerful symbols of our identity and make the nation's history a part of the living present. Understanding our history is integral to understanding Canadian identity and the Canadian experience. By preserving tangible remains of our past and telling our stories, national historic sites make history not just a thing of the past but part of our living present that will help to shape our tomorrow. Designations are made by the Minister of Canadian Heritage, on the advice of the Historic Sites and Monuments Board of Canada.

In the family of national historic sites, St. Andrew's Rectory NHSC is noted as a place where people can see and learn about the buildings and architectural styles of the early Red River Society, and the people, values and beliefs that are reflected in the rectory structure. St. Andrew's Rectory NHSC protects these features and elements in perpetuity.

St. Andrew's Anglican Church NHSC is noted as a rare opportunity for people to see and learn about the oldest standing stone church in western Canada. The remarkable church structure and its architectural style are symbols of the influence of the Missionary Society on the Red River Society. St. Andrew's Anglican Church NHSC protects these features and elements in perpetuity.

2.1 Definition And Purpose of Commemorative Integrity

Parks Canada's objective is to ensure the commemorative integrity of St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC by protecting and presenting the sites for the benefit, education and enjoyment of this and future generations, in a way that respects the significant and irreplaceable legacy represented by these sites and their associated resources.

Commemorative integrity provides a framework for managing and reporting on national historic sites. It was initially developed by Parks Canada to evaluate and report on its national historic sites for the 1990 State of the Parks Report. Since then, commemorative integrity has been incorporated into Parks Canada legislation as the main goal in the management of national historic sites under its administration.

Commemorative Integrity

The concept of commemorative integrity is used to describe the health or wholeness of a national historic site. A national historic site possesses commemorative integrity when the resources that symbolize or represent its importance are not impaired or under threat, when the reasons for the site's national historic significance are effectively communicated to the public, and when the site's heritage values are respected by all whose decisions or actions affect the site.

Ensuring commemorative integrity is fundamental to the management and accountability of a national historic site.

Determining what resources are nationally significant and why, and what messages should be conveyed to the public is based on the site's commemorative intent. In other words, commemorative intent defines why a place is of national significance. It is determined from the recommendations of the HSMBC, approved by the Minister responsible for Canada's national historic sites.

The commemorative integrity statements (CIS) identify the historic values and cultural resources to be considered and accounted for in the decisions and actions that may affect the integrity of the St. Andrew's Rectory and St. Andrew's Church. A cultural resource is a human work or place that gives evidence of human activity or has spiritual or cultural meaning, and which has been determined to have historic value according to municipal, provincial, or federal designation, or by community standards of what has cultural or spiritual meaning. Level 1 cultural resources are those resources that directly relate to the site's national historic significance. Level 2 cultural resources are all remaining cultural resources. These cultural resources are to be managed by the principles and practice of cultural resource management described in the *Parks Canada Guiding Principles and Operational Policies.*

The CISs also give recognition to the importance of communicating the sites' historical significance. Protection and presentation are fundamental to commemoration since without protection there can be no historic site to be enjoyed, and without presentation there can be no understanding of why the site is important to our history and, hence, to all Canadians.

Cultural Resource Management

Parks Canada's *Cultural Resource Management (CRM) Policy* provides a comprehensive guide for protecting and presenting cultural heritage in all protected heritage areas managed by Parks Canada. The CRM Policy has been applied in the development of this management plan and will be used by Parks Canada and the parish when considering or conducting actions at the rectory or church.

It is through applying the principles and practice of cultural resource management that commemorative integrity of a site can be ensured.

2.2 Commemoration of St. Andrew's Rectory and St. Andrew's Church

St. Andrew's Rectory was designated of national historic importance on the advice of the Historic Sites and Monuments Board of Canada (HSMBC) in 1962. Based upon the Board recommendations, the commemorative intent for St. Andrew's Rectory is expressed in the site's CIS as follows:

> ***St. Andrew's Rectory is of national architectural importance because it is a good example of a type of mid-19th century Red River architecture.***

St. Andrew's Church was designated of national historic importance on the advice of the HSMBC in 1970. Based on the recommendations of the HSMBC, the commemorative intent of St. Andrew's Church is expressed in the site's CIS as follows:

> ***St. Andrew's Church is of national historical significance because it:***
> - ***is the oldest surviving stone church in Western Canada***
> - ***is the earliest example of the Gothic Revival style in the West, and***
> - ***became a centre of missionary activity in Rupert's Land.***

Clearly, the rectory and church are strongly linked in terms of their roles in the National Historic Sites of Canada.

Provincial Designation

In 1990, upon the recommendation of the Manitoba Heritage Council, St. Andrew's Church was designated a provincial heritage site under the *Heritage Resources Act*. This designation is aimed at protecting the historic character of the building and setting. Any alterations or additions to the church or grounds require a permit to be obtained from Manitoba Culture, Heritage and Tourism prior to the work being done.

3. Background

This section presents supporting information for the management plan, including setting and historical overview, and an overview of the sites' administration and operations.

3.1 Setting and Historical Overview

The two sites are located roughly 25 km north of Winnipeg on scenic River Road. The rectory property consists of two parcels of land containing 1.334 hectares on the east side of River Road and 2.486 hectares on the west side of River Road. The site is owned and managed by Parks Canada. St. Andrew's Church is located directly north of the rectory, on property containing the church and cemetery, also consisting of two parcels. The church property is owned and operated by the Parish of St. Andrew. A provincial road divides the complex.

The current stone church and rectory were constructed between 1845 and 1854 by the Anglican Church of England (known here now as the Anglican Church of Canada). They were built to serve the growing community of Hudson's Bay Company personnel and Métis who moved to Red River after the amalgamation of the Hudson's Bay Company and the North West Company in 1821.

After its completion, the church served as a centre for Christian worship, brought religious instruction to the local community, served as an orphanage for the homeless, and taught the English speaking community the fundamentals of the Christian religion, education and agricultural practice. St. Andrew's Church and Rectory represent the surviving symbols of a much larger complex of buildings and facilities erected under the supervision of Archdeacon Cockran and his successors.

Both the rectory and church are fine examples of the area's unique Red River architecture. The church is also the oldest stone church in western Canada, and has remained in active use since its completion in 1849.

The Rectory

The rectory is a large two and a half storey structure constructed of locally quarried limestone. It still retains its original function, as a residence for the Rector of St. Andrew's parish. The visitor centre, located on the main floor of the rectory, contains a staffed information/reception desk, several interpretive panels presenting a range of messages, a tourist information display, a small gift shop, and washrooms.

Architecture was one of the key reasons for the site's establishment as a NHSC. St. Andrew's Rectory is a fine surviving example of the Hudson's Bay Company style of stone architecture that was found throughout the Red River settlement in the 19th century. Built in 1854 and adapted to local conditions, materials and

craftsmanship, the architectural style of the rectory derives from the Georgian "laird's house" design that was popular among 18th and 19th century Scottish landowners. With its symmetrical design, modest size, and hipped roof, this style of house became popular with clergymen and merchants and was favoured by a number of Scottish immigrants to Red River in the first half of the 19th century. The rectory was constructed of local limestone under the direction of the Rev. William Cockran of the Anglican Church Missionary Society and was part of a complex of buildings that formed the St. Andrew's Anglican mission.

Since the turn of the century the rectory has undergone several modifications. In 1917, a cellar was placed under the central one-third of the building and a furnace installed. In 1948, plumbing was introduced and the veranda and original chimneys removed. In 1965, it was converted to a museum under private ownership, and rooms were rearranged. In the 1980s, the entire building was dismantled and rebuilt. As a result, the building is regarded as a 1980s reconstruction, rather than a restoration. In spite of these modifications, the building retains much historic fabric, and conveys much of its original character.

St. Andrew's Rectory, H.L. Hime, 1858, Provincial Archives of Manitoba

The Church

St. Andrew's Church is the oldest surviving stone church in western Canada and has remained in active use since its completion in 1849. It is directly across the road from the rectory. The church building sits in a spacious churchyard filled with some of the earliest tombstones of Manitoba. The church is constructed of limestone, rectangular in plan and has a timber spire on top of a square masonry tower which serves as an entrance hall.

The church is closely associated with the early history of the Red River settlement. It is the oldest surviving stone church in Western Canada, the oldest known example of the Gothic Revival style in Western Canada, and a fine example of a pre-Tractarian church. The Gothic Revival style is characterized by the pointed arch, which can be in a number of forms, as well as buttresses, spires, pinnacles and carved ornaments. The church continues to be an active place of worship for the Anglican Church and remains an important local landmark for the community.

St. Andrew's Church, 1858, Hime, Provincial Archives of Manitoba.

A number of repair projects and maintenance work has been done to the church over its lifetime. In 1931, restoration work was carried out to the walls, new window arches and frames were installed, damaged sills were replaced, new woodwork was installed in the tower, repair work was done on interior walls and the balcony and flagstones were installed on the foot of the tower. In 1932, the southeast corner of the building collapsed and was restored in 1934. In 1950, the floor was replaced with new boards laid over concrete pads and beams. The 1960s saw the rebuilding of the wooden spire and repairs to the tower and balcony. In 1983, the roof was replaced with cedar shingles, and was reinforced with roof trusses. A four foot crawl space was excavated beneath the nave, the floor was reinstalled and a new carpet put in place. In the early 1990s, the foundation was stabilized, and the church walls were braced and repointed to ensure the integrity of the structure, under the terms of the cost-sharing agreement signed in 1991.

Despite its age and the history of repairs, St. Andrew's Church remains remarkably true to its original historic character.

3.2 Cultural Resources

The cultural resources of St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC are summarized below. Appendix 4 identifies in detail the resources of national historic significance, other heritage values, threats to their integrity, and opportunities.

Designated Place

The concept of designated place is used to identify that place which has been designated as being of national significance. For St. Andrew's Rectory NHSC, the designated place initially consisted of the building on its footprint. However, due to the high proportion of new material in the interior, the manner in which the exterior stone walls were dismantled and re-erected (including the use of new material), and the predominance of 1980s craftsmanship, the building cannot be regarded as a restoration of a 19th-century structure, but is rather a 1980s reconstruction. There are, however, considerable remaining level 1 features, including elements that reflect the original design, size and layout of the building plus some original heritage fabric. The designated place for St. Andrew's Rectory has been determined to consist of the building on its footprint, including only those remaining original elements.

For St. Andrew's Anglican Church NHSC, the designated place is the building on its footprint.

Summary of Rectory Cultural Resources

- St. Andrew's Rectory (original vestiges are nationally significant)
- archaeological remains of a stable (rectory grounds)
- archaeological remains of an unidentified building (rectory grounds)
- more than 44,800 archaeological artifacts (ranging from glass window shards to building tools found on the St. Andrew's Rectory property)

Summary of Church Cultural Resources

- St. Andrew's Anglican Church (building and footprint are nationally significant)
- perimeter stone wall (around cemetery)
- St. Andrew's Cemetery
- foundation of original church
- collection of religious artifacts

3.3 Administration

In addition to Parks Canada legislation and policies and new documents identified in Section 1, there are several other guiding documents which are important considerations in this management plan. They are:

- The residency agreement (2000) between Parks Canada and the Parish of St. Andrew which enables occupancy of the rectory by the parish priest.

- The three year contract (1999) between Parks Canada and the Parish of St. Andrew, for the provision of interpretive services and management of the rectory visitor centre.

- The Parks Canada Technical Maintenance Manual (1996) which provides direction for landscape management and annual assessment.

- The *Canadian Environmental Assessment Act* (CEAA) which requires that significant work at the rectory be subject to environmental assessment.

- The provincial *Heritage Resources Act*, which requires an assessment and permit before any significant work at the church is undertaken.

3.4 Current Operations

The heritage presentation program at both sites is provided by the parish, under an interpretive contract with Parks Canada. The rectory visitor centre is housed on the main floor of the rectory. It is staffed full time between the May long weekend and the September long weekend. Staff provide guided tours at both the rectory and church. Interpretive media in the rectory consists mainly of panels which tell the stories of events, persons and the history of the area. There are essentially no interpretive media in the church. An interpretive node with panels is located on the rectory grounds.

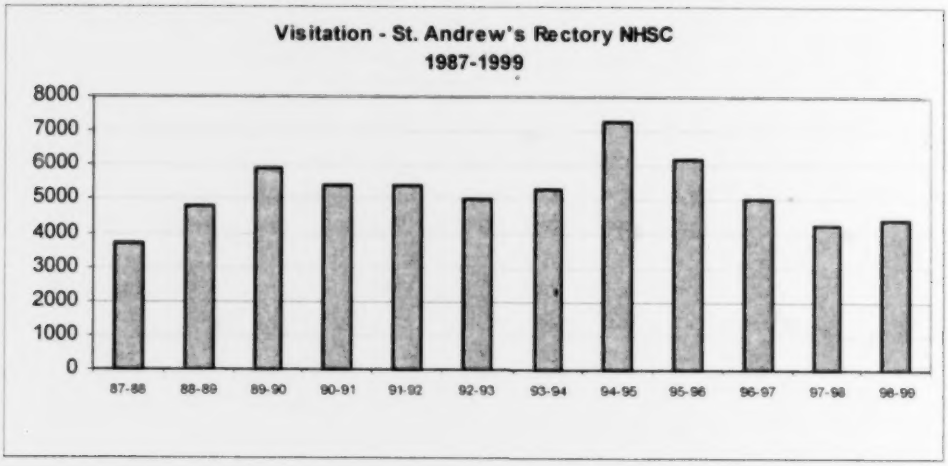
Maintenance at the rectory is provided by Parks Canada. Maintenance at the church is provided by the parish, although Parks Canada frequently contributes to monitoring, maintenance and restoration work.

The rectory continues to serve as the home for the parish priest. The top floor of the building is occupied by the residence.

3.5 Visitation

Visitation levels have been monitored at the rectory for several years. Until 1988, visitation was modest at roughly 3000-3500 visitors per year. Since 1989, visitation has exceeded 5000 visits per year and reached 7275 visits in 1995. The average number of annual visits since 1989 is approximately 5800.

Limited information is available on the rectory visitors, acquired through a survey taken during July and August, 1997. The survey found that approximately 75% of visitors were from Manitoba, 15% were from elsewhere in Canada and 10% were from outside Canada. Over 2/3 of visitors were on their



first trip to the site, while 1/3 had visited before. The average party size was 3.3 persons.

3.6 The St. Andrew's Region

The two sites are two of several significant heritage sites located along River Road and in the immediate area (Map 1). These sites share strong thematic ties and can be viewed and marketed as a region of heritage areas, making the area more attractive to visitors, and increasing the diversity of recreational and learning opportunities. Opportunities for joint promotion and presentation of these sites are examined in 6.0 - Presentation and Visitor Use.

The main sites in the River Road area are:

Captain Kennedy Museum and Tea House Provincially Designated Heritage Site, located less than one km from the church and rectory on River Road, is commemorated for its architecture. It has been restored and is presently operated during summer months as a museum, garden and Tea House restaurant. It is an extremely popular destination along the River Road and presents a significant opportunity for a strategic partnership with the two national historic sites (8.0 - Partnerships and Public Involvement).

Twin Oaks NHSC (Miss Davis School for Girls), similar to the rectory and church, is commemorated as a fine example of Red River Architecture. It was built in the mid-1850s and is presently a privately owned residence.

Lower Fort Garry NHSC is situated on the banks of the Red River, a few km north of the church and rectory. It was established in 1830 and represents one of the largest concentrations of fur trade structures remaining in Canada. Lower

Fort Garry is commemorated for its association with the Fur Trade era, and for its association with Treaty One.

The St. Andrew's Caméré Curtain Dam NHSC is located on the Red River at Lockport approximately 7 km north of the church and rectory. It is commemorated as the only Caméré curtain bridge-dam ever built in North America, as well as the largest moveable dam. It has also been designated as a National Engineering Historic Site by the Engineers Institute of Canada.

Other heritage sites that share thematic ties with St. Andrew's are Hay House, Scott House, Simpson's Slough, Little Britain Church, St. Peter's (Dynevor) Anglican Church, and Kenosewun Museum.

4. A Vision for St. Andrew's Rectory NHSC and St. Andrew's Church NHSC

This vision describes a desired future for the two sites in 15 years. It is an inspirational view of the sites' future, intended to help focus and guide the planning, management and operation, while fostering cooperation between those who enjoy, care for, and use the sites. Here is the vision.

In 15 years,

Celebrated
St. Andrew's Rectory NHSC is celebrated for the historic rectory, and St. Andrew's Anglican Church NHSC is celebrated as the oldest standing stone church in western Canada. Both are renowned for their role in the life of the Red River Settlement, and for the memorable learning experience. The sites continue to achieve a high degree of commemorative integrity through effective protection and presentation. This integrity is strengthened by the ongoing use of the sites for their original purpose - as the home for the parish priest, and as a place of worship.

Protected
The buildings, landscape, and artifacts are recognized by all who maintain and visit the sites for the care and respect given them. Protection and maintenance programs ensure that the structures and features are preserved so that future generations can continue to learn about St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC as we do today.

Awareness and Understanding
St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC are well-known heritage landmarks in the Winnipeg area, and renowned as a fascinating place to visit on River Road. Through a positive educational process, visitors understand the sites' role in early Red River society, and in the development of Canada. They also gain an appreciation of the significance of the architecture. They leave with an understanding of the sites' historic significance and reasons for commemoration.

Visitor Friendly
Visitors are able to walk easily and independently around both sites as a result of a carefully designed path and sign system. Effective personal and non-personal media facilitate a positive and enjoyable experience. Visitors are motivated to return, and to tell friends and family about the sites.

Dynamic
Innovative interpretative programs and facilities, such as interactive media and renewed displays, facilitate a dynamic visitor experience. Special events that complement the heritage of the sites are held throughout the summer. They showcase the sites' heritage values and attract many people who might not otherwise visit.

Prominent
St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC are prominent attractions along River Road. This is the result of the improved visitor experience and understanding of the historic significance of the sites, effective promotion, higher awareness, and strategic partnerships with other heritage sites in the area.

Community Support
There is strong support for and awareness of the two national historic sites in the heritage community. The public is proud of the rectory and church, their NHSC status, and their role in Canadian history. There are opportunities for parishioners, area residents, local communities and others to be involved in the management, protection and presentation of their historical legacy. A cooperating association is providing a strong core of spirit and inspiration.

Cooperative Marketing
The visitor experience at the sites is enriched by accessible opportunities to tour, enjoy and learn more of other heritage places around River Road, such as Lower Fort Garry NHSC. Cooperative promotion of these sites enables the public to learn about, and take advantage of the opportunities easily.

5. Protection of Heritage Resources

This section details the commitment to respecting, maintaining and protecting the sites' heritage resources within the context of commemorative integrity. Five key issues and findings were identified from the current situation analysis of the state of heritage resources. They are:

- **Reconstruction of the rectory:** Reconstruction activities have detracted from the site's commemorative integrity (see "Designated Place" in 3.2). Despite these changes, the nationally significant resources that do remain demand that the rectory continues to be managed as a cultural resource of national historic significance. Management for commemorative integrity will focus on protecting and presenting the original remaining elements of the rectory that relate directly to the reasons for the site's designation as a NHSC.

- **Cumulative impacts to other resources at the rectory:** It is estimated that over 50% of the rectory grounds have sustained impacts. These include landscape modifications such as road and path installation, utility installation, and development of interpretive facilities on the grounds. The site's commemorative integrity has been negatively affected as a result. Because of the nature of the changes, mitigation measures are not feasible. The management plan addresses these impacts by highlighting the need to control and limit additional impacts.

- **Lack of knowledge of the sites' archaeological resources:** Only 10% of the rectory resources have been assessed. A more thorough understanding of the sites' heritage resources is needed to ensure commemorative integrity. The management plan addresses this challenge by setting objectives for assessing heritage values, and implementing appropriate protection and presentation measures.

- **Management of the numerous artifacts belonging to the parish:** These are presently displayed in both the church and the rectory. Many of these artifacts have been donated by the local community and there is a continuing interest by the community to make similar donations. Some of the artifacts are not consistent with the sites' commemorative intent. There is a need to develop a well-defined scope of collections statement to help determine the appropriateness of presenting these artifacts, and their storage and conservation needs. The sites' CISs will provide the basis for developing the scope of collection statements.

- **Increased cooperation** between Parks Canada, the parish and others has the potential to improve the effectiveness of protection and presentation efforts.

STRATEGIC GOAL FOR HERITAGE RESOURCE PROTECTION:
The resources that symbolize or represent St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC are not impaired or under threat.

HERITAGE PROTECTION OBJECTIVE 1:
To ensure that cultural resources are managed according to the principles and practices of Parks Canada Cultural Resource Management Policy.

Actions: ***Rectory***

1. Compile an inventory of cultural resources beginning with the historical, archaeological, and architectural information that is readily available.
2. Ensure that the inventory is structured and maintained as a reference tool, both for resource management and heritage presentation purposes.
3. Update the inventory as cultural resources are discovered.
4. Prepare a scope of collections statement which identifies criteria for the acquisition of historic objects.
5. Evaluate the site's collection of donated artifacts using the commemorative integrity statements and the scope of collections statement to determine presentation opportunities and needs, and appropriate protection and storage requirements.
6. Ensure that all agreements and contracts with partners and third parties contain terms and provisions for the site's commemorative integrity objectives.
7. Offer training to staff on Parks Canada cultural resource management.
8. Undertake a non-intrusive survey (e.g. remote sensing) to identify and map cultural resources of the rectory as part of the comprehensive record that is being maintained.

Actions: ***Church***

1. All of the above points, excluding the last one, and receive training on cultural resource management.

HERITAGE PROTECTION OBJECTIVE 2:
To ensure that the historic form and fabric is maintained, monitored and documented on a regular and ongoing basis.

Actions: ***Rectory***

1. Prepare a status report on the existing condition and integrity of the site.
2. Manage the rectory as a cultural resource. Identify, where possible, original construction material and design features that relate directly to the architectural significance of the building.
3. Establish an annual monitoring and reporting program directed by a specialist in historic architecture preservation, focusing on:
   - interventions to the building, archaeological sites and landscape features
   - potential intrusive elements which could detract from the 1850-60s
   - landscape style, obscure views of the buildings and river

- potential threats to structure and land elements
- reporting to identify major work requirements and to direct the annual maintenance program
- production of a single report, which provides information that is understandable by all parties and can be used in determining short and long range maintenance plans and decision making.

4. Maintain the ongoing record of changes to the site, and provide a means to assess cumulative impacts and possible loss of integrity to the site's resources.
5. Develop a maintenance manual to facilitate and inform an ongoing maintenance program. Ensure that the manual is written in non-technical language so that it will be of greater use to all persons involved in site management.
6. Regularly update the Cumulative Impacts Report (1996), using the information acquired from monitoring as benchmarks.

Actions: ***Church***

1. All of the above points excluding the last one.

Restoration of St. Andrew's Church. Rev. R. L. Taylor. 1931.
Provincial Archives of Manitoba

HERITAGE PROTECTION OBJECTIVE 3:
To ensure that the functions of the original design are maintained to the extent possible.

Actions: ***Rectory***

1. Ensure that the development plan recommended in Section 6 - Presentation and Visitor Services - places a high priority on maintaining the elements of original design and function.
2. Maintain the function of the rectory as the residence for the parish priest according to terms of the occupancy agreement between Parks Canada and the parish.

Actions: ***Church***

1. Maintain the function of the church as an active parish.

HERITAGE PROTECTION OBJECTIVE 4:
To ensure that all projects, policies, and activities proposed for the two sites undergo environmental assessment.

Actions: ***Rectory***
1. Subject all projects and initiatives to an environmental assessment according to Parks Canada Management Directive 2.4.2 on Impact Assessments, and the *Canadian Environmental Assessment Act*.
2. Ensure that assessments consider the potential impacts and benefits to commemorative integrity, as well as cumulative impacts.
3. Offer or receive staff orientation training on the application of the *Canadian Environmental Assessment Act*, the *Manitoba Environment Act* and the *Manitoba Heritage Resources Act*.
4. Ensure that the cumulative impacts of actions will be taken into consideration for all new development or redevelopment. Because more than 50% of St. Andrew's Rectory NHSC has been impacted, future uses will be focused where possible on those areas already disturbed.

Actions: ***Church***
1. All of the above points, with the exception of substituting the *Manitoba Heritage Resources Act* (provincial legislation) in place of the other acts referred to above.

HERITAGE PROTECTION OBJECTIVE 5:
To show exemplary awareness and practice of environmental stewardship at both sites, in such a way that:
- ***operations minimally impact the environment;***
- ***environmental performance is exemplary; and***
- ***natural ecosystem features are valued in a way that reflects the role of Parks Canada and the parish as important environmental stewards.***

Actions: ***Rectory***
1. Carry out the Manitoba Field Unit Environmental Management Action Plan such that current environmental standards will be met, the site will meet environmental legislation, and environmental stewardship and performance will be improved.
2. Audit and assess the Environmental Management Action Plan periodically for effectiveness and to decide if further action is warranted.
3. Provide training and orientation to church site staff on environmental management practices from the Field Unit's action plan noted above.
4. Conduct a natural resources inventory to find out the state of natural ecosystem features and to identify natural features of special significance that should be protected according to 1.1.7 of the *CRM Policy*.

Actions: ***Church***
1. The last two points above, except receive training as above.

6. Presentation and Visitor Use

This section details the commitment of Parks Canada and the parish to present the heritage of St. Andrew's to the public, and to facilitate a positive visitor experience.

Under the primary goal of ensuring commemorative integrity, Parks Canada has an important mandate to present the heritage of national historic sites to the public, and to facilitate understanding of the national significance of these sites. This mandate is also embraced by the Parish of St. Andrew, which presents the church to the public in cooperation with Parks Canada.

Heritage presentation refers to communication and interpretation programs that provide opportunities for active learning and education. These programs foster an understanding of the national importance of the sites, and respect for heritage values. Effective communication of the sites' historic significance is critical to achieving commemorative integrity.

The current presentation program and visitor services offer were evaluated for effectiveness in building awareness and understanding, and thus support for the Parks Canada mandate of commemorative integrity. The evaluation concluded that there are several opportunities to enhance the sites' commemorative integrity by revitalizing and reorienting the presentation program.

Highlights of the findings are:

- **Awareness and Understanding of Nationally Significant Messages:**
  - **Challenges:** Current messages are based on themes identified in the 1983 plan, which have now been refined in the sites' CISs as messages of national significance. In addition, target audiences demonstrate a low level of basic understanding and awareness. Surveys have shown that over 50% are not aware that they are at a national historic site, or that there is an adjacent historic site at the rectory where visitors are welcome.
  - **Opportunities:** Reorienting the presentation program to reflect the nationally significant messages, and the learning styles of the identified target markets, will significantly increase awareness and understanding of the sites' significance. These messages can most effectively be conveyed and learned by providing a variety of on-site, personal and non-personal interpretation and presentation services. Maintaining and enhancing existing personal interaction, such as interpretive tours, will be an important component of this. There is a modest opportunity to reach off-site audiences, mainly through the Parks Canada web site.

- **The Rectory Visitor Centre:**
  - **Challenges:** The non-personal service offer is limited to panels and brochures.
    The panels are oversized for the space, and present too much detail. The modern style of the media is not well integrated with the historic character of the building.
  - **Opportunities:** The rectory presents a significant opportunity for increasing awareness and understanding. A range of options should be evaluated during a subsequent design stage for creating this experience. They include, for example, providing a wide range of non-personal media. Integration of these features with historically accurate rooms or period features should also be evaluated.

- **The Church:**
  - **Challenges:** Interpretive facilities are almost non-existent. Services and visitor opportunities are poorly communicated.
  - **Opportunities:** As with the rectory, the church presents a major learning opportunity. Options which should be evaluated for realizing this opportunity include improved signage, panels and other media, and better orientation to the church and grounds.

- **Signage, Site Orientation and Circulation:**
  - **Challenges:** The entrance to the area is poorly marked; many River Road drivers are unaware that there are two national historic sites that are open to the public. On-site circulation is interrupted and not intuitive: the two sites are physically divided by a road, a fence and mature trees, and the existing sign and path system is inadequate. Many visitors are unclear that the grounds are open to the public.
  - **Opportunities:** Improvements to site identification, orientation and circulation through a basic system of clear signs and inviting paths, will increase visitors' ability to find, learn about and enjoy the sites without difficulty. Protection of the historically accurate landscape, and respect for historic circulation patterns, should be important considerations in any new design.

- **The Riverbank Property:**
  - **Challenges:** Ongoing erosion and periodic flooding limit the possibilities for developing infrastructure for boat travelers who may have an interest in visiting the sites.
  - **Opportunities:** The capital and operational costs of docks that can withstand erosion and flooding are high. They would likely outweigh the benefits of the modest increase in visitation from boaters that would result. There is potential, however, to develop a modest access point to the sites. Signage at this site could orient persons to St. Andrew's.

- **The South Property:**
- **Challenges:** The large grassed area to the south of the rectory (owned by Parks Canada), presently vacant, may have potential uses in keeping with the sites' mandate.
- **Opportunities:** In its present form, the area has several important values. It protects resources by acting as a buffer from adjacent development. It adds to the integrity of the historic landscape and the perception of it as a historic remnant. Open space is quickly disappearing along River Road as agricultural land is con verted to residential. The area has potential to serve as grounds for special events.

- **The Outdoor Interpretive Node:**
- **Challenges:** The outdoor interpretive node does not achieve its purpose of providing orientation to the site, and effectively communicating the sites' significance. It is off the main route to the rectory, and the structure itself is uninviting.
- **Opportunities:** The location, design and function of the interpretive node do not present any obvious opportunities for facilitating awareness and understanding.

- **Visitor Parking:**
- **Challenges:** A lack of adequate parking space during peak visitation times, coupled with a lack of clearly marked signs informing visitors of parking options, lead to congestion and unsafe parking along St. Andrew's Road.
- **Opportunities:** Alternative parking sites and overflow sites may be available to reduce congestion.

- **Conclusions:**
  Reorientation of the presentation program to reflect the messages of national significance and the target markets can significantly increase learning, awareness and understanding, and is warranted. Improvements would involve redeveloping the rectory visitor centre, improving orientation features such as signs and paths, and developing new, more effective interpretive media throughout. The Parks Canada web site presents a modest opportunity to engage off site audiences.

6.1 Messages of National Significance

To be effective, heritage presentation must have two foundations. First, it must be based on an understanding of why the place is nationally significant. These values are presented as messages of national significance, and are defined in the sites' CISs.

Second, presentation must be based on an understanding of the audiences who are most likely to be reached with the sites' messages, and their learning styles, motivations and preferences. Identifying target markets enables Parks Canada

and the Parish of St. Andrew to most effectively reach as many Canadians as possible with the sites' messages.

The following messages will form the core of the presentation program for St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC. They are taken from the CISs for the sites.

The message of national significance for the rectory is:

- St. Andrew's Rectory is a good example of the mid-19th century Red River architecture.

Messages of national significance for the church are:

- St. Andrew's Church is the oldest surviving stone church in Western Canada.
- The church is the earliest example of Gothic Revival style in the West.
- The church was an important centre of Anglican missionary activity in Rupert's Land.

In addition, there are important aspects of the history of St. Andrew's that are not directly reflected in the core messages. For example, the rectory is also strongly associated with the remarkable history of the Anglican Mission and its interaction with Red River society. These messages are often referred to as contextual. It will be important to present these associated messages in context with the core messages described above. Many of the contextual messages are presented in the sites' CISs.

6.2 Learning Outcomes

Learning outcomes are important anchors in the effective design and delivery of interpretive programming and visitor facilities. They are centred around two questions. First, what do we want audiences to understand as a result of their visit to the sites, or through off-site outreach efforts? This question is largely answered by the messages of national significance discussed above. Second, what can we realistically expect visitors to be interested in, understand, absorb and retain? This question can be answered largely through an understanding of the target markets in the following section (6.3).

Clearly articulating learning outcomes that respond to these two questions will increase the effectiveness of presentation efforts, and therefore help to ensure commemorative integrity objectives are met.

Because there are many different types of visitors and interests, learning outcomes must be broad and should apply to virtually all visitors. More detailed learning outcomes can later be developed for particular audiences and their needs.

Based on the sites' messages of national significance, and an assessment of the target markets, presented later in this section, five learning outcomes are identified:

- The public knows that the rectory and church are of national importance because of the sites' history.
- The public is aware that the rectory and church are part of a family of national historic sites where nationally significant sites are protected and presented.
- The public understands that the rectory and church were a major centre of influence on the people of the Red River Settlement in the late 1800s and beyond.
- The public knows that the church is the oldest standing stone church in western Canada, and that the architectural styles of both the church and rectory are symbolic of thinking and values in the 1800s.
- The public knows that this is a living site, in that the church is still active, and the rectory still serves as the priest's residence.

Architecture: Why is it important?

Interpreting and preserving the buildings that reflect the architecture of the past allow a much fuller telling of the story of the people of Canada. Learning and understanding about the planning and design of buildings, and seeing the buildings first hand, whether it be a stone cottage, a prairie grain elevator or a legislative building, help people form deeper connections with our Canadian heritage.

Heritage presentation at the two sites will demonstrate the value of architecture to Canadians. It will also create awareness about the societal and environmental influences on the construction and use of the remaining architectural features of the two sites.

6.3 Target Markets

National historic sites and their features, their location in the regional context, and the potential they offer for enjoyment of their heritage, all combine to determine the types of persons, including off-site audiences, who will be attracted by the sites. Segmenting these persons into groups (target markets), and understanding the needs and expectations of those groups, enable programs and facilities to be designed to provide the most effective presentation, and thus achieve the greatest return for commemorative integrity.

Analysis completed in the Manitoba Field Unit Marketing Study (1997) provides insight into the target markets for the rectory and church. The following three target markets have been identified for the sites:

- **River Road Day Travelers:** This is the primary target market for the sites. It consists of family and friend groups who are driving scenic River Road in search of relaxing countryside and riverside scenery. The trip duration is typically a half day to six hours. For this target market, "the journey is the destination, " meaning that enjoyment is derived more from the scenic drive than any particular destination.

  Stopovers to visit attractions along the River Road are a secondary motivation of River Road day travelers. The two most prominent stopovers are the Lockport area (river scenery and restaurants) and Captain Kennedy Museum and Teahouse (river scenery, restaurant, gardens). Both Lockport and Captain Kennedy Museum and Tea House are also destinations in themselves for many River Road travelers. Other stopover sites which add to the overall appeal and quality of experience of the River Road trip include Twin Oaks National Historic Site, Simpson's Slough and others listed in 3.6. River Road travelers prefer attractions of general historic, scenic, or natural interest, amenities such as washrooms, rest areas and gift shops, informal interaction with interpretive staff, and stopover times of about one to two hours. These people would see St. Andrew's as an interesting stopover of one or two hours where they can see a place of historic significance, particularly the oldest stone church in western Canada.

  For this target market, the two sites can position and market themselves as an interesting and worthwhile stopover or destination to see and learn about history in a one to three hour activity. With enhancement of the visitor experience detailed in 6.6 - Visitor Services and Facilities, the two sites have the potential to mature to more prominent attractions in the area.

- **School Groups:** This target market consists of groups of twenty to forty students from K-12 and their teachers, who are prepared to learn about Canadian history at a place of historic value. They are often looking for a diverse outing, with educational and recreational visits to other sites in the area. Visits may range from two hours to a half day if lunches are brought.

  The school group target market requires clearly defined and structured visits in the form of direct contact with interpretive staff and guided tours. Grounds to walk around, and washrooms are important to their satisfaction.

For school groups, the sites can position and market themselves as a significant educational resource that is aligned with the school curriculum, where students can learn about history on site in a half-day activity.

- **Organized Heritage Tours:** This emerging target market consists of groups of 15 or more persons organized by heritage appreciation groups. These visitors are predominantly middle-aged and retired persons who are motivated to learn about history and broaden their knowledge in a social outing at good value. They often travel by bus. They have high expectations of their visit, and are looking for clearly defined and structured visits such as guided tours, high quality information and contact with informed staff. Services such as gift shops, accessibility and washrooms are important to their experience.

  Organized tour groups would see the two sites as an opportunity to experience a nationally significant historic site, in association with others in the area. They would appreciate the visit as offering excellent value for time and money. For these people, the two sites can position themselves as two national historic sites commemorating architecture and the Anglican missionary society, both offering guided, bilingual tours by knowledgeable staff.

- **Off-site, outreach audiences** form a modest portion of the overall audience in addition to the three target markets. These are persons who may be interested in the sites, but are unlikely to visit. They are also students and teachers who may use the information to complement the curriculum. Outreach audiences are not a target market *per se* for St. Andrew's, but efforts will be made to communicate with them, mainly the through the Parks Canada web site.

Monitoring Visitors and Target Markets

Offering any service to the public involves monitoring and feedback to determine the effectiveness of service delivery. There are two components to this monitoring.

1. ***Is the potential that exists within the target markets being realized?*** Are target markets being effectively reached and enticed to the site? This information can be obtained through market analyses, and is important in determining if the site is fulfilling its presentation mandate of reaching as many Canadians as possible, both on and off-site. It is especially important in the case of the two sites, where it is known that large portions of the target markets remain to be tapped.

2. ***Are the visitors having a positive experience once they arrive at the site?*** Quantitative and qualitative visitor data, including the levels of awareness, understanding and satisfaction, are useful for evaluating the effectiveness of message presentation, program delivery, staffing, scheduling and marketing. Parks Canada conducted systematic visitor surveys at the sites during 1997 and 1998 to acquire this information. Visitor surveys should continue to be conducted to understand if presentation goals are being achieved.

Emerging Trends to Watch

Two trends are emerging in the area which could have an affect on visitation and the marketing of the two sites. They are:

1. ***Increasing demand from packaged heritage tours.*** There is an increasing demand from out-of-province, packaged tours for natural and cultural heritage attractions. Future marketing efforts should monitor this trend for opportunities to attract this potential market. If and when demand reaches a critical level, the two sites can position themselves as with the local heritage tour groups noted earlier.

2. ***Changing marketplace.*** Many attractions are being developed or expanded in southern Manitoba which could compete directly with the two sites. Conversely, these attractions may also create new markets for the sites. The affect of this changing marketplace should be monitored over time.

Target Markets - St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC				
Target Market	**General Description**	**Motivations**	**Preferred Activities and Desired Features**	**How would they view St. Andrew's sites?**
River Road Day Travelers	Family and friend groups on a scenic, leisurely one-half day drive.	Viewing relaxing countryside and riverside scenery. The "journey is the destination."	General and diverse stopovers of scenic and natural interest. Restaurants at Lockport, gardens at Captain Kennedy Tea House, in one to two hour visits. Informal interaction with staff.	As an interesting stopover to see a site of historic significance, mainly the oldest stone church in Western Canada.
School Groups	Schools groups of 20-40 persons.	Learning about Canadian history and recreating in the outdoors.	Clearly defined, recreational and educational visits, including other sites in the area, particularly Lockport. Guided tours, picnic areas, grounds for recreating, washrooms. Two hours to one-half day visits.	As a significant educational resource that is aligned with the Provincial curriculum.
Organized Heritage Tours	Organized groups of 15 or more persons middle-aged or retired.	Learning about history in a social outing, with good value.	Structured visits, including other sites in the area. Guided tours and contact with informed staff, interpretive displays, gift shop, washrooms.	As an opportunity to experience a nationally significant historic site. Excellent value for time and money.

6.4 Presenting St. Andrew's Rectory NHSC and St. Andrew's Church NHSC

STRATEGIC GOAL FOR PRESENTATION:
The Canadian public understands the national significance of St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC.

PRESENTATION OBJECTIVE 1:
To ensure that as many Canadians as possible understand the reasons for the commemoration of the two sites, and their importance during the Red River Settlement history.

Actions: *Rectory*

1. Ensure that all aspects of presentation and programming reflect the motivations and learning styles of people in the target markets.
2. Use innovative and creative techniques of presentation which capture the imagination and interest of visitors.
3. Maintain and improve the Parks Canada web site as the primary means of outreach for non-visitors.
4. Ensure appropriate market research is conducted.

Actions: *Church*

1. Same points as above, with the exception of maintaining a web-site. Consideration should be given to establishing a web site for the church.

PRESENTATION OBJECTIVE 2:
To ensure that the messages provide visitors with a better appreciation and understanding of the link between the interpretive messages and the cultural resources that define the sites.

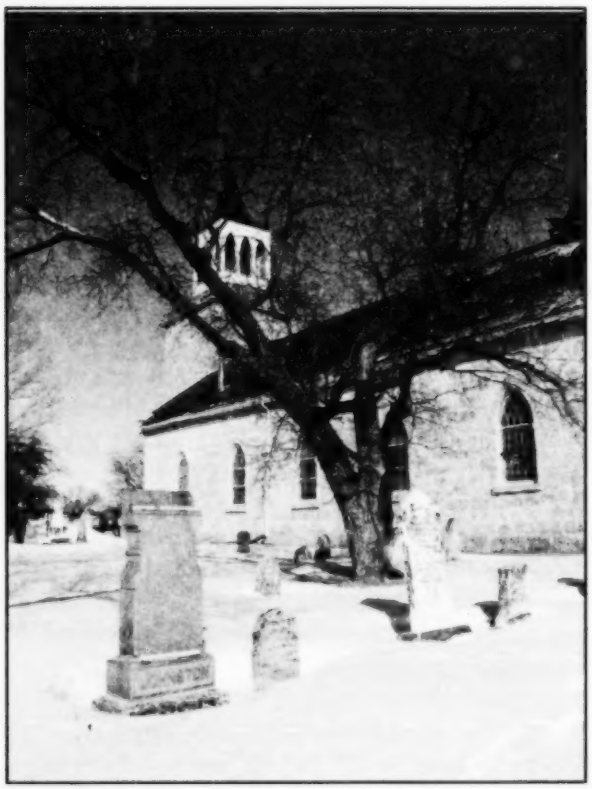
Actions: *Rectory*

1. Ensure that the messages pertaining to the national significance of the site are presented prominently.
2. Ensure that the messages pertaining to local and regional significance are presented prominently, within the context of the national significance.
3. Ensure that messages centred around the building define the site as a cultural resource.
4. Ensure that the following cultural resources are presented in messages as features that contribute to the site's significance:
   - features of the HBC style architecture of the rectory such as dressed limestone facade and high pitched roof
   - the many aspects of the original construction of the rectory
   - the history of the Church Missionary Society and its influence on Red River Society
   - the landscape, how it was modified over time, and how it was redesigned to reflect an 1860s appearance

- the relationship of the site to other important historic sites along the River Road and area, including Captain Kennedy Museum and Tea House, Hay House and Lower Fort Garry NHSC.

Actions: ***Church***

1. All of the above points, except for the final one, which is substituted with the following:
2. Ensure that the following cultural resources are presented in messages as features that contribute to the site's significance:
   - the original construction of the church
   - features of the Gothic Revival style of architecture of the church, such as the pointed arch and carved ornaments
   - the relationship of the site to other important historic sites along the River Road and area, as discussed previously
   - the history of the Church Missionary Society as discussed previously.



St. Andrew's Cemetery. K. Cumming. 2001. Parks Canada

PRESENTATION OBJECTIVE 3:
To foster public support and participation in the development and delivery of public programs at St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC.

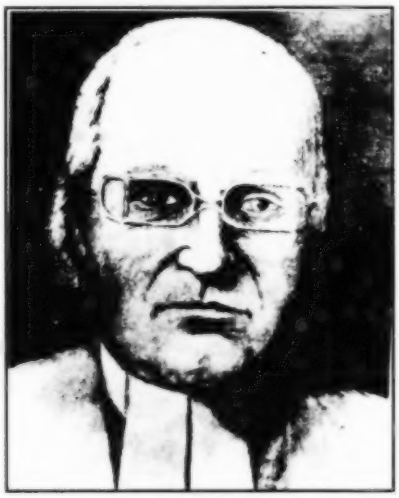
Actions: ***Rectory***
1. Continue to provide organizational support and training to presentation staff in delivering interpretive programs, including appropriate special events such as artisan's workshops, festivals etc.
2. Communicate with parishioners and heritage groups regarding opportunities that exist for involvement in public programs.

Actions: ***Church***
1. Same points as above, except receive training when it is available.

PRESENTATION OBJECTIVE 4:
To ensure that the effectiveness of the delivery of messages of national and contextual significance is known.

Actions: ***Rectory***
1. Monitor heritage presentation on a periodic basis to ensure that the reasons for St. Andrew's importance are effectively being communicated. Visitor survey will be the primary means of monitoring.
2. Adapt and revise presentation and delivery programs as necessary.
3. Ensure that all presentation is tested for effectiveness.

Actions: ***Church***
1. Same points as above.


Reverend William Cockran. Undated. Provincial Archives of Manitoba

PRESENTATION OBJECTIVE 5:
To ensure that the past is presented in a manner that accurately reflects the range and complexity of human history commemorated at the sites.

Actions: ***Rectory***
1. Ensure that presentation uses a *many voices* approach, whereby visitors understand the messages through a collage of stories that reflect the different views and meanings that are attributed to the site's history.

Actions: ***Church***
1. Same point as above.

PRESENTATION OBJECTIVE 6:
To ensure that the sites are presented holistically.

Actions: ***Rectory***
1. Ensure that design and delivery of presentation programs are effectively integrated.

Actions: ***Church***
1. Same point as above.

6.5 Visitor Services and Facilities

This section describes the objectives and actions to provide visitor services and that are conducive to creating a positive learning atmosphere at the rectory and church, in support of the Parks Canada mandate. Based largely on the analysis of challenges and opportunities presented earlier in this section, changes are required to improve the visitor experience at the rectory and church.

General Concept for the Visitor Experience
Visitors arrive at the sites with an expectation of an interesting visit to see and learn about a historically significant site. The unique landscape of this historical remnant, different from the surrounding area, builds this expectation. Clear and enticing signs on River Road and Highway 9 make access easy.

The parking area outside the church is the major point of arrival. Visitors are presented with three clear messages at this point - they are at two National Historic Sites where the public is welcome, the sites consist of the church and rectory, and there are several visitor services available to them, including a visitor centre. A site map provides clear visual orientation.

The experience of standing in or beside the oldest stone church in western Canada, which had such an influence on the development of society here so long ago, is the high point of the visit. Hand-hewn lumber, original pews, and the graveyard, with its many tributes to the people of Red River so long ago, give an almost timeless feel to the area. Panels and displays, carefully presented to maintain the cultural and religious landscape, facilitate understanding and awareness by succinctly presenting key messages which are told more thoroughly at the rectory. During peak times, interpretive staff will be on site to tell the stories that make these sites special.

From here, many of the visitors are motivated to walk to the rectory and continue their interesting visit. The view of the rectory from the church is inviting and sets out a clear path. The timeless sense that visitors first sensed at the church is strengthened by the historically accurate landscape.

At the rectory, visitors can experience a feeling of the past as they walk through the main floor of the historic building. The indoor rectory experience integrates

modern interpretive features with tangible reminders from the past, such as period furnishings, artwork and everyday items from life in the 1800s. Stories of the sites' people are presented along with reminders that this is a "living" site, with an active parish and residence. Together, these features create a powerful link between the past and the present in the visitors' minds.

Special events such as heritage festivals and workshops make the sites a centre of activity on River Road.

A gift shop, washrooms and telephone complete the rectory's offering as the visitor centre. Tables and chairs that are placed at several points in the rectory and on the grounds provide opportunities for rest and quiet reflection on why the sites are important, today and many years ago.

STRATEGIC GOAL FOR VISITOR SERVICES AND FACILITIES:
Visitors appreciate and support St. Andrew's Rectory and St. Andrew's Church as places of national historic significance, because of the appealing, high quality learning experience the sites offer.

VISITOR SERVICES AND FACILITIES OBJECTIVE 1:
To improve and enhance visitor services and facilities according to a clear redevelopment plan that is based on increasing awareness and understanding.

Actions: ***Rectory and Church***

1. Parks Canada will take the lead in preparing an integrated redevelopment plan for both sites, working cooperatively with the parish. As in throughout this document, implementation responsibility for aspects related to the rectory is Parks Canada's; implementation responsibility for aspects relating to the church is the parish's. The redevelopment plan, founded on increasing awareness and understanding, will focus on seven key elements presented below. Appendix 5 presents detailed guidelines for the redevelopment plan.

   - Enhancement of grounds, visitor services and facilities.
   - Enhancement of the rectory visitor centre services and facilities.
   - Improving site identification, orientation and circulation.
   - Providing effective media.
   - Serving the needs of aged persons and persons with disabilities.
   - Addressing the effectiveness of the outdoor interpretive node.
   - Reducing parking congestion.

VISITOR SERVICES AND FACILITIES OBJECTIVE 2:
To ensure the effectiveness and quality of the St. Andrew's Rectory NHSC and St. Andrew's Church Anglican NHSC visitor experience, and to determine if the market potential is being realized, through visitor surveys and market analyses.

Actions: ***Rectory***

1. Periodically monitor visitor awareness, understanding, satisfaction and experience.
2. When the redevelopment plan has been implemented for three years, complete a market analysis to determine if the potential that exists within the target markets is being realized.
3. Make adjustments to services and facilities based on the results of these surveys and analyses.
4. Train employees in the most effective methods of surveying and reporting on the satisfaction of visitors and the visitor experience.
5. Train employees on excellence in service provision, including interpretation.

Actions: ***Church***

1. Same points as above, except receive training when it is available.

VISITOR SERVICES AND FACILITIES OBJECTIVE 3:
To determine the feasibility of attracting appropriate special events to the sites.

Actions: ***Rectory***

1. Examine the opportunity to promote the concept of workshops, festivals and similar special events with heritage groups if feasible.
2. Evaluate the appropriateness of proposals based on a case-by-case basis.
3. Provide training for staff in managing special events.

Actions: ***Church***

1. Same points as above, except receive training when it is available.

7. Administration and Operations

This section sets out the directions for the administrative basis between Parks Canada and the parish, the sites' maintenance, and operation of the sites for presentation to the public.

STRATEGIC GOAL FOR ADMINISTRATION AND OPERATIONS:
St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC operate in a way that respects the sites' commemorative integrity and uses public funds wisely and efficiently, while providing a high quality educational experience.

ADMINISTRATION AND OPERATIONS OBJECTIVE 1:
To sustain the dynamic and effective cooperative relationship between Parks Canada and the Parish of St. Andrew in the operations of St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC.

Actions: ***Rectory***
1. Continue to maintain and renew as necessary the residency agreement at the rectory for the parish priest.
2. Continue to renew as necessary the contract between Parks Canada and the Parish of St. Andrew for the provision of interpretive services.
3. Ensure ongoing consultation and dialogue between Parks Canada and the Parish of St. Andrew on the management of the two sites.

Actions: ***Church***
1. Same points above, plus the following.
2. Ensure that the contribution agreement continues to serve, along with the CIS, as an important guide for preservation and presentation activities at the church.

ADMINISTRATION AND OPERATIONS OBJECTIVE 2:
To provide effective visitor services during the viable visitor season.

Actions: ***Rectory***
1. Continue to remain open and provide personal interpretive services for visitors on a seasonal basis, from May long weekend to Labour Day weekend.
2. Continue to provide tours after regular operating hours if requested by organized groups.
3. Continue to provide access for visitors to the grounds during non-operating hours.

Actions: ***Church***
1. Same points as above.

ADMINISTRATION AND OPERATIONS OBJECTIVE 3:
To ensure that any admission and related service fees charged are appropriate and commensurate with the product offered.

Actions: *Rectory*
1. Evaluate the appropriateness of admission and service fees when the service offer has been developed as set out in the redevelopment plan in section 6.
2. Ensure that the evaluation considers the value of the product offered (i.e. the experience), the appropriateness of different fee structures for the two sites, and any fee-for-services such as audio equipment rental.

Actions: *Church*
1. Same points as above.

ADMINISTRATION AND OPERATIONS OBJECTIVE 4:
To ensure that public safety and emergency preparedness is considered in the operation of the sites.

Actions: *Rectory*
1. Review and update previously prepared public safety and emergency preparedness plans.
2. Ensure that any design of new facilities considers public safety issues and emergency preparedness.

Actions: *Church*
1. Same points as above.

8. Partnerships and Public Involvement

This section sets out the strategy by which Parks Canada and the parish will work with other organizations and the public in the commemoration, promotion, and management of the two sites.

STRATEGIC GOALS FOR PARTNERSHIPS AND PUBLIC INVOLVEMENT:
St. Andrew's Rectory NHSC and St. Andrew's Anglican Church NHSC are participating in broader presentation, marketing and promotion initiatives that:

- ***enhance the commemorative integrity of the sites;***
- ***increase the effectiveness of marketing and promotion efforts;***
- ***increase visitation at the sites;***
- ***benefit all the participants; and***
- ***benefit tourism in Manitoba.***

Stakeholders and the public have opportunities to be involved in the management of the sites.

PARTNERSHIP AND PUBLIC INVOLVEMENT OBJECTIVE 1:
To ensure that good communication is maintained between all organizations that are directly affected by operations at the sites.

Actions: *Rectory*
1. Participate in dialogue with representatives of Captain Kennedy Tea House and Museum (Province of Manitoba), the St. Andrew's school board, the Selkirk and District planning authority, and the R.M. of St. Andrews.

Actions: *Church*
1. Same point as above.

PARTNERSHIP AND PUBLIC INVOLVEMENT OBJECTIVE 2:
To enhance the promotion and commemoration of the sites through joint promotion with area tourism development organizations.

Actions: *Rectory*
1. Participate with tourism organizations such as the Interlake Tourism Association, Triple S Development Corporation or Travel Manitoba in the development of joint promotional initiatives that will effectively reach the target markets.

Actions: *Church*
1. Same point as above.

PARTNERSHIP AND PUBLIC INVOLVEMENT OBJECTIVE 3:
To provide opportunities for the public to become involved in the management of the sites, and build their involvement.

Actions: ***Rectory***
1. Determine the feasibility and level of community support for a cooperating association for the site.
2. Provide the public with on-site opportunities to provide comments and suggestions about the site.
3. Communicate with the public on site management issues on an as-needed basis.

Actions: ***Church***
1. Same points as above.

PARTNERSHIP AND PUBLIC INVOLVEMENT OBJECTIVE 4:
To ensure that Parks Canada works cooperatively with others to encourage the protection, preservation and presentation of heritage not administered by Parks Canada.

Actions: ***Rectory***
1. Parks Canada will provide technical and professional guidance/advice to the parish and will work cooperatively with Manitoba Culture, Heritage and Tourism in support of management of the building and other cultural resources on the property.
2. Parks Canada will play a stewardship role with the church, sharing expertise and providing tools that will enable the parish to protect and present St. Andrew's Anglican Church NHSC, in accordance with established levels of service provided to the family of national historic sites.
3. Parks Canada will promote cooperation between the parish, the Province and other heritage groups involved with the protection and presentation of local heritage.

9. Implementation

Implementation of this management plan will be achieved primarily through business planning. Parks Canada uses its annual business planning process to identify delivery of services and improvements to its site operations. Public accountability in the management of the sites is achieved largely through five year plan reviews, and "State of the Parks" reporting which occurs every three years.

As detailed in section one, implementation responsibility for any recommendations for St. Andrew's Anglican Church NHSC is the responsibility of the parish.

Key actions set out in this plan are given a priority rating based on following categories:

1 The project is a high priority action. It is necessary for ensuring site commemorative integrity, or for providing a needed service to the visitor or outreach, or it has a significant bearing (research and evaluation) on other projects.

2 The project or activity should proceed subject to the results from the work done in category 1.

3 The project or activity is beneficial, but not essential to ensuring commemorative integrity or quality visitor services. It should proceed when resources become available which are not required for priorities 1 and 2, or when supported by partnerships.

Secondly, the actions are categorized according to the time and resources (financial and human) that will be needed to complete the action, as follows:

L Low - action can be done in the life of the plan (five years), within current operating scenarios, without new resources.

M Medium - action can be done during the life of the plan but may require evaluation against other priorities.

H High - action requires new resources to complete, plus it has a five to ten year horizon to complete.

PROJECT	PLAN REFERENCE	PRIORITY	RESOURCE RATING
Research, Monitoring and Evaluation of Cultural Resources			
Prepare a scope of collections statement	Protection Objective 1	1	L
Evaluate presentation, protection and storage requirements for donated artifacts	Protection Objective 1	1	L
Prepare status report on existing condition and integrity of each site	Protection Objective 2	1	L
Establish annual monitoring and reporting program	Protection Objective 2	1	L
Maintain ongoing record of changes to the sites	Protection Objective 2	2	L
Update cumulative impacts report for rectory (1996)	Protection Objective 2	2	L
Research, Monitoring and Evaluation of Heritage Presentation			
Ensure market research is conducted	Presentation Objective 1	3	L
Monitor heritage presentation effectiveness	Presentation Objective 4	1	L
Adapt and revise presentation as necessary	Presentation Objective 4	2	M
Monitor visitor satisfaction and experience	Visitor Services Objective 2	1	L
Complete a market analysis	Visitor Services Objective 2	1	M
Determine feasibility of attracting special events	Visitor Services Objective 3	3	L
Staff and Partner Training			
Offer/receive training in CRM Policy	Protection Objective 1	1	M
Offer/receive training on CEAA, MB Environment Act and MB Heritage Resources Act	Protection Objective 4	3	M
Provide training to church staff on environmental action plan	Protection Objective 5	3	M

PROJECT	PLAN REFERENCE	PRIORITY	RESOURCE RATING
Provide support and training to presentation staff on interpretation and service excellence	Presentation Objective 3	1	M
Provide/receive training on surveying and reporting visitor satisfaction	Visitor Services Objective 2	3	M
Provide/receive training on managing special events	Visitor Services Objective 3	3	L
Partnerships (cross-promotion, collaborative heritage presentation)			
Maintain and improve the web site for outreach to non-visitors	Presentation Objective 1	3	M
Communicate with parishioners and heritage groups on opportunities for involvement in public programs	Presentation Objective 3	3	L
Participate in dialogue with other sites and authorities in area	Partnership Objective 1	3	L
Participate in joint promotional initiatives with other agencies	Partnership Objective 2	3	L
Determine feasibility of a cooperating association	Partnership Objective 3	3	L
Community Relations			
Provide on-site opportunities for public comment	Partnership Objective 3	3	L
Environmental Management			
Carry out the rectory Environmental Management Action Plan	Protection Objective 5	3	L
Audit and assess the rectory Environmental Management Action Plan for effectiveness	Protection Objective 5	3	L
Inventory of Resources			
Identify and map rectory cultural resources	Protection Objective 1	1	M
Compile inventory of cultural resources	Protection Objective 1	1	M
Update the inventory of cultural resources as necessary	Protection Objective 1	3	L

PROJECT	PLAN REFERENCE	PRIORITY	RESOURCE RATING
Identify original features related to architectural significance	Protection Objective 2	1	M
Conduct natural resources inventory according to *CRM Policy 1.1.7*	Protection Objective 5	3	L
Redevelopment of Heritage Presentation/ Visitor Services			
Prepare and implement a redevelopment plan	Visitor Services Objective 1	1	H
Public Safety			
Review and update public safety and emergency preparedness plans	Administration Objective 4	3	L
Administration and Operation			
Renew contract as necessary for provision of interpretive services	Administration Objective 1	3	L
Develop a maintenance manual for each building	Protection Objective 2	3	M
Evaluate appropriateness of admission and service fees	Administration Objective 3	3	L

Appendix 1. Environmental Assessment

This management plan underwent an environmental assessment, as required by "The 1999 Cabinet Directive on The Environmental Assessment of Policy, Plan and Program Proposals". The purpose of the assessment was to identify potential negative environmental effects of the plan directions, and to suggest actions to mitigate these effects.

The assessment also looked at cumulative effects of the individual directions. Cumulative effects occur when the effects of individual projects and activities combine with each other over time and distance.

Any plan directions that are conceptual or staged will be subjected to later environmental assessments. An example is the redevelopment plan for visitor services described in section 6. The effects of the redevelopment plan will be assessed as the plan is finalized, at which time the details and effects can be assessed more accurately. The basis for these later assessments will be the *Canadian Environmental Assessment Act* (CEAA) or the "Parks Canada Management Directive 2.4.2 Impact Assessment".

Scope of the Environmental Assessment

Geographic and temporal scope: The assessment covered the scheduled property boundaries of both sites. The time frame considered in the assessment was from the previous plan (1983) until five years from the date of this draft (2001), at which time the plan will be reviewed.

Valued components in the assessment: Valued components are those features and resources which are focused on during the assessment because they significantly contribute to the stated values of the sites. Since this is a small site that has been culturally modified (gardens, buildings, a cemetery, lawns) for over 100 years, natural resource components figure less prominently than cultural resources. There are no known threatened plant species or habitats which would require a heightened level of assessment.

Cultural resources are particularly important at St. Andrew's because of the historic significance of the sites. As a cultural site, there are many valued Level 1 and Level 2 cultural resources (Appendix 4). The impacts on cultural resources are usually irreversible. Once cultural resources are altered, removed from their context or lost, they no longer possess the same value or information. It is not possible to return that value, except perhaps by restoring viewscapes. Cultural and commemorative integrity can therefore be degraded if there are too many impacts to cultural resources on a site.

Actions to be Assessed

The management plan identifies actions to accomplish the following goals:

- Protection of Heritage Resources (section 5 of the plan)
- Presentation and Visitor Use (section 6)

- Administration and Operation (section 7)(no actions with environmental impacts)
- Partnerships and Public Involvement (no actions with environmental impacts)

The actions which may impact the environment will be evaluated to determine their effects on natural and cultural heritage.

Environmental Effects of Heritage Protection Actions and Proposed Mitigation (Section 5 of the plan)

The environmental effects of heritage protection actions could include: alteration of the historic character of the buildings, destruction of vegetation, disturbance of soil, and use of chemicals. Removal of vegetation in order to establish a viewscape requires an environmental assessment under the CEAA (Inclusion List Regulations Part I (13.4)). Pesticides may only be applied under an integrated pest management plan (according to Management Directive 2.4.1, 1998), and handling of pesticides must comply with Federal and Provincial regulations.

The maintenance of the buildings may have impacts on the environment or the building. It is recommended that the maintenance manual for the buildings be consistent with environmental management system principles and practices as outlined in Objective 5. Furthermore, although an environmental assessment of the maintenance manual is not required, an environmental assessment would be helpful to ensure the maintenance practices have minimal impacts on the environment and the structure.

Maintenance and protection actions should also comply with the Parks Canada "Cultural Resource Management Policy" (Canadian Heritage 1994). Any modifications to a heritage building require an assessment under CEAA. The monitoring programs described in the management plan will ensure that impacts to cultural resources are detected and can be mitigated.

Environmental Effects of Visitor Services and Facilities Actions and Proposed Mitigation (Section 6 of the plan)

Development of trails, signs or a parking lot could disturb soil, vegetation and cultural resources. The redevelopment plan should be assessed under "The 1999 Cabinet Directive on The Environmental Assessment of Policy, Plan and Program Proposals". Any establishment, expansion, or relocation of a trail or parking lot would require an assessment under CEAA.

An archaeologist should be consulted before digging anywhere on site. Impacts to cultural resources should be minimized by adhering to "Guidelines for the Management of Archaeological Resources in the Canadian Parks Service" (Environment Canada 1993).

The Cumulative Impacts Report (1998) determined that St. Andrew's Rectory NHSC was significantly disturbed. The rectory building and the area immediately surrounding the building have lost their context and stratigraphy.

In order to assess the incremental changes to the site as a whole, the management plan includes ongoing recording of changes to the site and regular updates of the Cumulative Impacts Report (1998).

Furthermore, cumulative impacts of actions will be considered when assessing all new developments. A cumulative impacts report should be conducted and updated for St. Andrew's Church. The cumulative impacts reports would be more effective if they were maintained in a digital format (particularly maps).

Visitation has increased to over 5000 visitors per year in the 1990s. If the proposed facility and marketing improvements are implemented, visitation may increase further. Impacts associated with increased numbers of visitors could include: soil compaction, damage to cultural resources, and vandalism.

Impacts on cultural resources associated with increased visitation will be monitored and reported as part of the annual monitoring and reporting program described in the management plan. The monitoring should be effective at detecting and alerting staff to any cumulative effects on the historic structures or land elements. Appropriate actions can then be taken to protect the resources. These changes in visitation are expected to have minimal impacts on the socio-economic conditions of the surrounding community; any changes would likely be positive.

Environmental Effects of Administration and Operations Actions and Proposed Mitigation (Section 7 of the plan)
No activities were identified which require environmental assessment.

Conclusions
In summary, the recommended mitigative actions for this plan are:

- Ensure the maintenance manual for the buildings reflects the principles of environmental management systems and is assessed for the effects on the environment.

- Assess the cumulative effects of past actions on the church property to help understand the impacts of a single project on the overall integrity of the site.

- Develop a digital database of impacts, particularly the maps, to enable a better analysis of the cumulative effects information.

- Consult an archaeologist before digging anywhere on site.

Other key findings of the environmental assessment are:

- Increased visitation to the site, and redevelopment projects, may result in minor impacts to the environment and cultural resources that cannot be fully mitigated (residual impacts).

- The inventorying, monitoring and reporting described in the management plan will be adequate follow-up to ensure that effects on cultural resources are minimized. Environmental effects of future projects will be identified in project specific environmental assessments conducted under CEAA or Parks Canada policy as the project develops from conceptual stage to design and implementation.

- The environmental screening has determined that the potentially adverse environmental effects from the proposals in the management plan can be mitigated and that there will be no significant impacts as a result of the plan proposals.

Appendix 2. Status of Planning and Management

- Review of the 1983 plan: The recommendations of the 1983 plan were reviewed for implementation status. A detailed status review is found in Appendix 3. In general, the review found that:
  - Most of the recommended projects were completed, with the exception of dock construction.
  - The 1983 management plan continues to provide strong and relevant direction in the area of heritage resource protection and maintenance; few or no urgent restoration or protection measures are required.

- Rectory reconstruction: The rectory has undergone extensive modifications. In the early 1980s, the rectory was entirely dismantled to below ground and rebuilt. A 1999 assessment of modifications to the rectory building determined that the work carried out essentially made the rectory building a reconstruction rather than a restoration. The reconstruction was true to the architectural style and features of the rectory. Historic value resides in the remaining original fabric, the footprint of the building, and the form, profile, and aesthetic design of the building, which still reflect the mid 19th century Red River architecture. New management plan directions must respect the remaining original elements of this building.

- A contribution agreement under the National Cost-share Program was signed in 1991 between Parks Canada and the Parish of St. Andrew. It specifies responsibilities and objectives for the operation of the church as a national historic site. A conservation report which was appended to the agreement specifies preservation priorities.

- Preservation activities at the church, enabled by the contribution agreement, include roof stabilization, construction of a crawl space, and wall stabilization.

- The State of the Parks Report (1997) indicates that only 10% of the land base at the rectory has been surveyed for archaeological resources. It also identifies a need to improve documentation of archaeological resources.

- A cumulative impact assessment (1998) was undertaken by Parks Canada to determine the effects of activities and interventions at the rectory. It determined that more than 50% of the grounds, archaeological resources and the rectory structure itself have sustained significant impacts which impair the site's integrity. Future activities at the site should be preceded by careful impact assessment.

- Parks Canada Guiding Principles and Operational Policies (1994) set out new policies for the management of national historic sites, focusing on the concept of commemorative integrity, and detailing principles and procedures for cultural resource management. The new policies will require a new focus in the management of the two historic sites, centred around achieving commemorative integrity. This direction is further detailed in the National Historic Sites Policy, found in the above document.

- New Commemorative Integrity Statements (CIS) for both the church and rectory have been developed and approved in 2000 (see Section 2). The CISs redefine heritage values and specific conditions for achieving commemorative integrity. The directions set out in the new CISs are incorporated into this management plan.

- The Manitoba Field Unit Marketing Study (1997) provides insight into the target markets for the sites.

- The Canada-Manitoba Agreement for Recreation and Conservation (ARC) was an initiative to promote the Red River corridor. It operated from 1978-1985, with $12.0M initially, and $1.0M in total supplemental funding from 1985 to 1990. Major successes included identification and capital preservation work on the 14 significant 19th century heritage and natural sites along the Red, south and north of Winnipeg. The overall vision of linking the sites in presentation was not achieved.

Appendix 3. Status of 1983 Plan Recommendations

1983 Plan Recommendation	Status of Plan Recommendation since 1983
Historical Resource Conservation Proposals	
the exterior of the rectory building is to be fully restored to its historic appearance circa 1860-70	completed

1983 Plan Recommendation	Status of Plan Recommendation since 1983
the historic fabric and layout of the interior will be retained as accurately as possible	completed, ongoing
the landscape of the rectory property will be restored to its general historic appearance during the 1860 - 1870 period	completed
the original annex on the west side of the rectory will be reconstructed to its original appearance circa 1860 - 1870	completed, based on extensive research
Parks Canada will actively participate with St. Andrew's parish to initiate a maintenance program to carry out work on the church roof and stone walls	completed, implementation of a cost-sharing agreement
Interpretation Proposals	
an outdoor interpretive node will be located immediately adjacent to the school parking lot	completed
consideration and implementation of a land transfer between Parks Canada and the Lord Selkirk School Division regarding the 0.342 hectare parcel on the north east side of the rectory to protect non-extant resources and establish a visual corridor between the rectory and church	completed
Parks Canada will use the two main rooms on the east side of the rectory main floor to house an Interpretive Centre	completed
the main hallway will be restored to the parsonage era, circa 1860 - 1870	completed
didactic displays using available iconographic, written and artifact resources will form the basis of the interpretive center exhibit	completed
St. Andrew's parish to continue its interpretive program at St. Andrew's Church	completed, ongoing
coordination of Parks Canada's interpretation with the activities of the church	completed, ongoing

1983 Plan Recommendation	Status of Plan Recommendation since 1983
Parks Canada will consider the publication of one pamphlet to be made available at St. Andrew's Heritage Complex	completed
Visitor Services	
a formal agreement between Parks Canada, Lord Selkirk School Division II and the Parish of St. Andrew will be negotiated for use of the parking lots	completed
orientation of the visitor to the historic resources and visitor services available will be integrated into the outdoor interpretive node	completed
directional signage will be kept to a minimum and will be as unobtrusive as possible	completed
it may be necessary to provide directional and orientation signs at the riverbank area for visitors arriving by boat	not completed; dock provision not pursued due to erosion and flooding
public washroom facilities will be housed in the reconstructed rectory annex	completed
a small scale floating dock will be introduced at a riverbank location immediately adjacent to St. Andrew's Rectory	not completed
telephone access to emergency services as well as first aid resources will be provided on site	completed
measures to facilitate site tours by visitors with special needs will be incorporated in site design treatments for St. Andrew's Heritage Complex	completed
St. Andrew's Heritage Complex will be open to the general public from May to September, with interpreters on site to facilitate the visitors' experience	completed, ongoing
Spatial Requirements for Site Management	
the entire second floor of the rectory has been identified for occupation by the rector and his family	completed

1983 Plan Recommendation	Status of Plan Recommendation since 1983
the two rooms on the west side of the main floor will be reserved for use by the parish	completed
a formal legal agreement will be negotiated outlining the specific responsibilities of Parks Canada and the Anglican Church for use of the rectory	completed
the rectory annex will be designed to provide office and lunch room facilities for the interpretive staff	completed
a wooden lean-to will be part of the reconstructed annex	completed
the specific responsibilities of the permanent occupant will have to be identified in a formal agreement between Parks Canada and the Anglican Church	completed

Appendix 4. Summary of Cultural Resources and Status

The following tables present the known cultural resources of national significance (level 1), other heritage resources (level 2), and their current state. The State of the Parks Report (1997) was the main source of information on the state of the rectory's resources, unless changes had occurred to the resource since printing. The Report's rating scale (G-good, F-fair, P-poor, and U-unknown) is used for both the rectory and church.

St. Andrew's Rectory NHSC

Resource	Key Feature and CRM Level	Current State
Designated Place	Building and footprint (1)	Only those original remaining elements following 1980s reconstruction considered Level 1
	Appearance of architectural style (1)	G
	Location and form of architectural features (1)	G
	Remnants of original construction material (inventory required) (1)	G

Resource	Key Feature and CRM Level	Current State
	Interior layout of main floor and 2nd storey (1)	G
Archaeo-logical sites	Archaeological remains of stable (2) and unidentified building remains (2)	U - 7 in total G - 5 in total P - 1 in total Approx. 10% of total land base surveyed. Records and documentation processed to archival standards. More assessment needed.
Archaeo-logical artifact collection	44,875 artifacts (mostly domestic dating from mid 1800s to mid 1900s) (2)	U - 32,184 in total G - 21,703 in total F - 1 in total P - 15 in total More assessment needed.

St. Andrew's Anglican Church NHSC

Resource	Key Feature and CRM Level	Current State
Designated Place	Building and footprint (1)	G
	Builder's Trench (1)	G
	Pulpit (1)	G
	Reading Desk (1)	G
	Choir Stalls (1)	G
	Box pews in gallery (1)	G
	Communion Vessels (1)	G
	Cockran Memorial Stained Glass Window (1)	G
	Bells (3 in total) (1)	G
Perimeter stone wall	-2	G
St. Andrew's Cemetery	Gravestones and grounds (2)	G - gravestone repair underway

Resource	Key Feature and CRM Level	Current State
Foundations of original wooden church	-2	G

Appendix 5. Guidelines for the Redevelopment Plan

This appendix sets out detailed guidelines to be used in the preparation of the redevelopment plan for visitor services discussed in Visitor Services and Facilities Objective 1.

- **Enhancement of grounds visitor services and facilities.**
  Key Elements:
  - Design and develop a system of educational and interpretive facilities and services for the sites, including panels, displays, and self-guiding brochures.
  - Limit these facilities on the church grounds to only those needed for basic awareness and orientation, to protect the religious atmosphere and function.
  - Provide picnic tables, benches and rest areas on the rectory grounds.
  - Carefully integrate all facilities on the rectory grounds to protect the historic feel, landscape and circulation patterns.

- **Enhancement of the rectory visitor centre services and facilities.**
  Key Elements:
  - Design and develop new interpretive media, such as panels and displays that present nationally significant and contextual messages, in written text and illustrations.
  - Design and develop historical features such as furniture and artwork, to help create a sense of the past in the visitors' minds.
  - Provide rest areas.

- **Improving site identification, orientation and circulation.**
  Key Elements:
  - Place signs at the junction of St. Andrew's and River Road, and St. Andrew's Road and Highway 9, which identify the National Historic Sites, and welcome the public to visit and enjoy a place of national significance.
  - Provide signage at the church parking lot (the first point of entry) to create a clear point of reception, and to inform visitors of messages and available services. Provide a map showing layout of the sites.
  - Highlight or redirect the path system to the rectory so that a clear and inviting path is evident. Ensure that the historical accuracy of the landscape is maintained, and historic circulation patterns are respected.

- Establish a system of markers or signs along the path for orientation and direction.
- Explore opportunities for linking the sites with the adjacent Captain Kennedy Museum and Tea House, through a path system and signage.
- Initiate discussion with the Province on the possibility of rerouting St. Andrew's Road around the site properties in the future, to enable presentation of the sites as a cohesive complex.

- **Providing effective media.**
  Key Elements:
  - Effective: ensure that design is based on messages of national significance, and the learning styles and preferences of the target audiences.
  - Flexible: media may be changed periodically in response to trends in visitation and markets, and so that visitors can look forward to repeat visits. Keep the number of static units to a minimum.
  - Unique: ensure that interpretive approaches are different from other experiences and attractions in southern Manitoba, particularly those in the immediate area.
  - Cost efficient: ensure that the cost of new media is appropriate for visitation levels.
  - Space efficient: avoid overcrowding the limited space in the rectory and church. In the rectory, ensure space for larger groups such as schools and heritage tours.
  - Peaceful: ensure that media do not generate much noise. This will accommodate the sensibilities of a wide range of visitors, and is in keeping with the occupancy agreement.

- **Serving the Needs of Aged Persons and Persons With Disabilities:**
  Key Element:
  - Ensure that facilities and services meet the specific requirements of these persons.

- **Addressing the effectiveness of the outdoor interpretive node.**
  Key Elements:
  - Assess alternative uses or means of presentation for the interpretive node.
  - Remove the node if no viable uses can be found.

- **Reducing parking congestion:**
  Key Elements:
  - Assess options for improving parking, including expanding the church parking lot, orienting vehicles to the adjacent school, sharing parking with the Captain Kennedy Tea House lots, and improving signage.

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